

Presents:

Franklin County Economic Development Commission



ANNUAL PLAN OF WORK 2018

The Franklin County Annual Plan of Work

The Franklin County Annual Plan of Work is a "living" document influenced by the Franklin County Strategic Economic Development Plan, submitted October 2015 by The Kinnett Consulting Group, as well as other data and information synthesized from meetings, interviews and analysis completed over time. This document, which should be revisited and revised regularly, should serve as the measuring stick for the goals and objectives of the Franklin County Economic Development Commission (FCEDC). The first iteration of this document was formalized in March 2016, and includes progress by the FCEDC from that point forward. In order to gauge progress in the five focus areas for economic vision and goals, the following must be clearly identified and measured on a continual basis:

- ✓ Action Items
- ✓ Contributing Partners
- ✓ Completion Dates
- ✓ Accountable Party/Parties

The five (5) focus areas for economic vision and goals are:

- 1. Infrastructure and Facilities
- 2. Business Growth and Support
- 3. Tourism Support
- 4. Employer and Workforce Engagement
- 5. Stakeholder Engagement and Marketing

Reporting out to community stakeholders, partners and participants is essential to the ongoing support and success of any plan. The Annual Plan of Work can be updated and reported out at any time by simply taking inventory of the status of each Action Item. This is simplified in the following stoplight ranking manner:

| Symbol | Connotation |
|--------|-------------------------|
| • | Completed |
| • | In process to complete |
| • | No substantial progress |

INFRASTRUCTURE AND FACILITIES

Issues Statement for Infrastructure and Facilities: Infrastructure and facilities provide the essential foundation needed in order to grow and retain commerce. The absence of infrastructure and facilities makes it challenging for businesses to locate or remain within a community. In most cases, it is advantageous for a company to locate or grow in a community with a strong support system in place for long-term growth and prosperity.

Goal: To increase the awareness, availability, and quality of infrastructure and facilities (including

buildings and sites) in Franklin County, Indiana.

Objective: Targeted and measurable action items that establish, maintain, and improve access to

local infrastructure such as roads, parks, libraries, schools, and emergency/medical services to create an environment favorable to business attraction, expansion and

retention, and an increased quality of life for residents and visitors alike.

| ACTION ITEM | Contributing Partners | Accountable Party | Completion Year | STATUS |
|---|---|--|--------------------|--------|
| Form a targeted group of stakeholders and property owners to identify sites with clearest immediate development potential | The Wheatley Group EDC Chamber of Commerce Main Street Property Owners and Brokers Utilities | ■ The Wheatley Group | 2017 | |
| Create site and building information data sheets for distribution | ■ The Wheatley Group | The Wheatley Group | 2016 | |
| Connect with the IEDC to obtain login information and access clearance on behalf of the EDC to Indiana's sites and buildings database | The Wheatley GroupEDCIEDC | ■ The Wheatley Group | 2016 | |
| Manage and populate Franklin County's entries and uploads to Indiana's sites and buildings databases | The Wheatley Group EDC IEDC Property Owners and Brokers | ■ The Wheatley Group | 2016 | |
| Secure certification of "Shovel Ready" site(s) through the Office of Community and Rural Affairs | The Wheatley Group Franklin County Jeff Franks EDC Utility Partners OCRA | ■ The Wheatley Group | | |

| Identify and begin pursuit of all available grants and reimbursements from state, federal and other vested interests to support "Shovel Ready" site due diligence including: geo-technical, environmental testing, and infrastructure planning | The Wheatley Group EDC Utility partners OCRA INDOT Franklin County IEDC Regional Planning Commission | ■ The Wheatley Group | | |
|--|---|----------------------------|------|--|
| Meet with OCRA and SIRPC to gain a better understanding of community and infrastructure grant opportunities available for Franklin County. Suggest pursuit of those that make sense. | The Wheatley GroupEDCOCRASIRPC | ■ The Wheatley Group | 2016 | |
| Perform an annual site assessment of all Franklin County sites | The Wheatley GroupEDCProperty OwnersUtilities | ■ The Wheatley Group | 2016 | |
| Develop a list of private developers and site selection consultants to market Franklin County | ■ The Wheatley Group | ■ The Wheatley Group | 2016 | |
| Extend gas service to marketable sites in the Golden Road TIF district | The Wheatley Group Franklin County EDC Property Owners Utilities IEDC | ■ The Wheatley Group | | |
| Meet with, and assist, Batesville Aviation Services in making strategic connections and positioning itself as a community asset | The Wheatley Group EDC Batesville Aviation Services | ■ The Wheatley Group | 2016 | |
| Discuss a rail strategy with Owens Corning and G&W Railroad, and investigate opportunities for "rails to trails" conversion | The Wheatley Group EDC Town of Brookville GWRR Owens Corning | ■ The Wheatley Group | | |
| Investigate the potential impact of a 4th Ports of Indiana facility located in Southeastern Indiana | The Wheatley Group Ports of Indiana IEDC Regional ED Partners | ■ The Wheatley Group | | |

| Meet with Regional Economic Development Partners to explore the regional partnership projects, as well as the IEDC's Regional Cities Initiative | The Wheatley Group Regional ED Partners EDC | ■ The Wheatley Group | 2017 | |
|---|--|----------------------------|------|---|
| Communicate with INDOT, Duke Energy, and the Town of Brookville to gain a better understanding of the Main Street repaving project and assist in a communication strategy | The Wheatley Group EDC Town of Brookville INDOT Duke Energy | ■ The Wheatley Group | 2016 | |
| Establish and maintain relationships with County utility providers | The Wheatley GroupUtilities | ■ The Wheatley Group | 2017 | |
| Support and review applications for INDOT's Community Crossings grant program | The Wheatley GroupFranklin CountyTown of Brookville | ■ The Wheatley Group | | • |
| Calculate local infrastructure investment payback from project capital investment as needed | The Wheatley GroupFranklin CountyTown of Brookville | ■ The Wheatley Group | 2017 | |
| Support the Town of Brookville's efforts to fund an aquatics initiative in the community | The Wheatley GroupBrookville Town AdministratorBrookville RDC | ■ The Wheatley Group | | |
| Support the owner of the former Batesville Aviation Services property in the attraction of a new tenant, owner or operator | The Wheatley Group Franklin County Shorty Whittington EDC City of Batesville | ■ The Wheatley Group | | • |

BUSINESS GROWTH and SUPPORT

Issues Statement for Business Growth and Support: Whereas infrastructure and facilities form the physical foundation for commerce, business growth and support forms the philosophical foundation for economic development. In a community like Franklin County small businesses, from service providers to manufacturers, typically act as the backbone of the local economy. It is essential the community recognizes this and works toward goals that establish optimal conditions that encourage growth and success. Traditionally this involves both removing operational impediments and providing connections to strategic support resources. Successful business growth, and the prosperity it affords the community and its residents, is conclusive proof economic development efforts are paying dividends for Franklin County.

Goal: To grow the economic output of Franklin County through job growth and capital

investments from private sector industries, both existing and new.

Objective: Through the efforts of the partners and stakeholders involved in executing the strategic

plan, create the best possible conditions for economic growth within Franklin County.

| ACTION ITEM | Contributing Partners | Accountable Party | Completion Year | STATUS |
|---|--|-------------------------|--------------------|--------|
| Establish a formal Business Retention and Expansion (BRE) program | The Wheatley GroupEDCIEDC | ■ The Wheatley Group | 2016 | • |
| Develop BRE database template and company profiles for industrial and commercial clients | The Wheatley GroupIEDC | ■ The Wheatley Group | | |
| Develop BRE company survey template | ■ The Wheatley Group | ■ The Wheatley Group | 2017 | |
| Create BRE brochure and resource directory | The Wheatley Group EDC IEDC Utilities FC Chamber of Commerce | ■ The Wheatley Group | | |
| Conduct the first rounds of BRE visits to existing companies | The Wheatley GroupEDCIEDC | ■ The Wheatley Group | 2016 | |

| Engage existing businesses as a resource for project leads | The Wheatley GroupEDCIndustry Partners | ■ The Wheatley Group | 2016 | |
|--|---|----------------------|------|---|
| Meet with the SBDC and discuss opportunities for coordination | The Wheatley GroupSBDC | ■ The Wheatley Group | 2016 | • |
| Gather market data to target appropriate opportunities | ■ The Wheatley Group | ■ The Wheatley Group | 2016 | |
| Support the Town of Brookville and the Brookville Redevelopment Commission in the analysis and implementation of its Strategic Investment Plan | The Wheatley Group Town of Brookville Brookville RDC | ■ The Wheatley Group | 2016 | |
| Support and provide analysis for the Valley House Flats project | The Wheatley Group EDC Town of Brookville Brookville RDC Park Avenue Realty | ■ The Wheatley Group | 2016 | |
| Develop a site and building inventory for retail and commercial space | The Wheatley Group Real Estate Brokers Property Owners | ■ The Wheatley Group | 2017 | • |
| Develop and promote incentive programs designed specifically for retail and commercial users (façade programs, building improvement funds, etc.) | The Wheatley Group EDC Franklin County Town of Brookville OCRA | ■ The Wheatley Group | | |
| Establish, where appropriate, Economic Revitalization Area(s) to stimulate growth and allow the use of tax abatement as a development tool | The Wheatley Group EDC Franklin County Town of Brookville | ■ The Wheatley Group | | |

| Develop a tax abatement policy and process which establishes oversight, scores projects based on metrics, and identifies any related fees | The Wheatley Group EDC Franklin County Town of Brookville | ■ The Wheatley Group | | |
|--|--|-------------------------|------|---|
| Identify (or develop) cost benefit analysis tools to assist local governments with quantifying fiscal impacts of both expansion and attraction projects | The Wheatley GroupEDC | ■ The Wheatley Group | 2016 | |
| Recreate Brookville Main Street and Golden Road TIF District Maps for ease of sharing and reference | The Wheatley GroupBrookville RDCEDC | ■ The Wheatley Group | 2016 | • |
| Support the Town of Brookville Redevelopment Commission in the establishment of a Riverfront Development District | The Wheatley Group Brookville RDC Town of Brookville Legal Counsel | ■ The Wheatley Group | 2017 | |
| Evaluate local fiscal benefits of proposed industrial, residential and commercial projects as necessary | The Wheatley Group Franklin County EDC Town of Brookville Brookville RDC | ■ The Wheatley Group | 2017 | |
| Act as economic development project manager for potential expansions and investments made by local business owners | The Wheatley Group Franklin County EDC Brookville RDC Town of Brookville | ■ The Wheatley Group | 2016 | |
| Perform research on TIF and tax abatement, their uses, policies and procedures, as well as statutes and examples from peer communities | The Wheatley Group Franklin County EDC Brookville RDC Town of Brookville | ■ The Wheatley Group | 2017 | |

| Engage directly with the Indiana SBDC, Southeast SBDC, and elected officials to ensure Franklin County has a local business advisor | The Wheatley Group EDC Elected Officials ISBDC | ■ The Wheatley Group | 2017 | |
|---|---|----------------------|------|--|
| Work with elected officials and community organizations to maintain Franklin County's SDBC business advisor presence beyond 2018 | The Wheatley Group ISBDC Elected Officials | ■ The Wheatley Group | | |

TOURISM SUPPORT

Issues Statement for Tourism Support: Franklin County boasts superior assets already capable of attracting large scores of tourism traffic. With an existing and successful tourism arm at its disposal, through the Franklin County Convention, Recreation and Visitors Commission, Franklin County requires a coordinated strategic support effort to leverage these riches and capture out-of-town revenue for maximum economic gain for the county, its residents and existing commerce.

Goal: To fully leverage the rich resources and assets of Franklin County, market to external

audiences, and attract new opportunities to support commerce while being cognizant of

the effect on existing business consumption.

Objective: To help inform external audiences of recreational and tourism activities, capture additional

existing tourism dollars, and find ways to garner new markets or support businesses to aid

tourism in Franklin County.

| ACTION ITEM | Contributing Partners | Accountable Party | Completion Year | STATUS (DATE) |
|---|---|-------------------------|--------------------|------------------|
| Create a stronger connection between the EDC and the FCCRVC by participating in coordination meetings, idea sharing, and promotion | ■ The Wheatley Group ■ EDC ■ FCCRVC | ■ The Wheatley Group | 2016 | |
| Connect with hotel development contacts specializing in underserved markets on how to position Franklin County | ■ The Wheatley Group | ■ The Wheatley Group | 2017 | |
| Develop and distribute an RFP seeking assistance from consultants to conduct a hotel feasibility study in the Brookville area | The Wheatley GroupEDCFCCRVCBrookville RDC | ■ The Wheatley Group | 2017 | |
| Oversee the completion of a hotel feasibility study for the Brookville area by an independent consultant | The Wheatley Group EDC FCCRVC Brookville RDC | ■ The Wheatley Group | | |

| Actively pursue hotel relationships and market the completed hotel feasibility study to potential franchises | The Wheatley GroupEDCFCCRVCBrookville RDC | ■ The Wheatley Group | | |
|--|--|---|------|---|
| Meet with parties regarding the completion of the Whitewater Canal Trail connection between Brookville and Metamora, and gain a better understanding of the issues impeding its completion | The Wheatley Group FCCRVC Whitewater Canal Trail BOD | ■ The Wheatley Group | 2016 | |
| Establish a BRE program and protocol directed toward tourism-based businesses | The Wheatley GroupEDCFCCRVC | ■ The Wheatley Group | | • |
| Engage in discussions with the Louisville District of the USACE regarding additional tourism attraction and economic development at Brookville Lake. | The Wheatley GroupEDCFCCRVCUSACE | ■ The Wheatley Group | 2016 | |
| Participate in regional tourism groups, supporting connectivity, programming efforts, and a regional dialogue | The Wheatley GroupEDCFCCRVC | The Wheatley GroupFCCRVC | 2016 | |

EMPLOYER and WORKFORCE ENGAGEMENT

Issues Statement for Workforce Development: No single issue threatens to stymie growth in the American economy more than the lack of available, qualified workers. With a state unemployment rate indicative of full employment and local employment opportunities approaching capacity, the need to develop a pipeline of capable workers has never been stronger. There is also a community desire to "bridge the gap" between the employers and the employment opportunities, particularly with high school aged students considering immediate entry into the labor force and those looking for opportunities following post-secondary pursuit. There is also a desire to create a more "connected and engaged" employer community to tackle these obstacles head-on. Addressing these challenges now is imperative to Franklin County being competitive on a regional, state and national level.

Goal: To increase the connectivity and engagement of the primary employers in Franklin County

to each other and the existing workforce resources available in Southeast Indiana.

Objective: Targeted and measurable action items that result in an engaged employer base in Franklin

County with access to a qualified workforce pool or programs that will develop these skills in the workforce. Franklin County should strive to be such a community by developing,

retaining, and attracting qualified talent to the region.

| ACTION ITEM | Contributing Partners | Accountable Party | Completion Year | STATUS (DATE) |
|--|---|----------------------|--------------------|------------------|
| Become engaged with the Region 9 Workforce Investment Board on behalf of Franklin County | The Wheatley GroupEDC | ■ The Wheatley Group | | • |
| Meet with, and introduce employers to, programs and opportunities available through WorkOne Southeast, FCCS, Ivy Tech, and the IEDC | The Wheatley Group EDC Local Manufacturers DWD FCCS IEDC | ■ The Wheatley Group | | |
| Work with regional economic development partners to investigate possibilities for a regional college campus in Southeast Indiana | The Wheatley GroupRegional Economic Development Partners | ■ The Wheatley Group | | |
| Establish a manufacturing employer roundtable to promote idea exchange, program development, and community involvement | The Wheatley GroupEDCFC Chamber of Commerce | ■ The Wheatley Group | | |

STAKEHOLDER ENGAGEMENT and MARKETING

Issues Statement for Stakeholder Engagement and Marketing: In order for any initiative to take root, grow, and effectuate change, community engagement must serve as its bedrock. Community engagement fuels the processes that build ongoing, permanent relationships for the purpose of applying a collective vision for the benefit of Franklin County. While community organizing involves the process of building a grassroots movement involving communities, community engagement will move Franklin County toward positive change and growth.

Additionally, when engaging with internal and external audiences on a regular basis it is imperative that the vision and message of the community is consistently communicated. Focused, creative and ambitious marketing initiatives for communities like Franklin County are critical when showcasing assets while competing on the grand stage. These efforts will not only raise the market awareness, they will validate Franklin County's pro-business environment and authenticate the community as a quality of life destination.

Goal: To move Franklin County, and its region, toward a collective vision through increased,

consistent, effective engagement internally and with targeted audiences.

Objective: To position the EDC as the conduit for information regarding regional economic growth

and create or refine supporting materials that position Franklin County for success in

implementing the economic development strategy.

| ACTION ITEM | Contributing Partners | Accountable Party | Completion Year | STATUS (DATE) |
|---|--|----------------------|--------------------|------------------|
| Expand public relations by including all partners on the exchange of information regarding economic development activities and opportunities in Franklin County. Examples include monthly activity logs, board reports, and various collateral items. | ■ The Wheatley Group ■ EDC | ■ The Wheatley Group | 2016 | |
| Engage with City of Batesville, collaborate, and assist with economic development and TIF issues they may involve Franklin County. | The Wheatley Group EDC City of Batesville Franklin County | ■ The Wheatley Group | 2016 | |

| Engage with the I-74 Business Corridor to discuss regional growth opportunities, participate in regional marketing events, and promote Franklin County through the I- 74 website | The Wheatley Group EDC I-74 Business Corridor | ■ The Wheatley Group | 2016 | |
|--|---|-------------------------|------|---|
| Engage with the City of Lawrenceburg and Dearborn County to strengthen collaborative relationships on economic development initiatives | The Wheatley Group Dearborn County Economic Development City of Lawrenceburg | ■ The Wheatley Group | 2016 | |
| Present quarterly progress and project updates, by request, at various commission meetings | The Wheatley Group EDC Franklin County Franklin County RDC Brookville RDC | ■ The Wheatley Group | 2016 | |
| Meet and present locally on a variety of economic development topics, including tax abatement, incentives, site selection, Regional Cities Initiative, and TIF | ■ The Wheatley Group | ■ The Wheatley Group | 2016 | |
| Attend FC Chamber Board Meetings and Main Street Association Meetings as needed | The Wheatley Group | ■ The Wheatley Group | 2016 | |
| Manage project inquiries and submissions through the IEDC's PIMS project management system | The Wheatley GroupEDC | ■ The Wheatley Group | 2016 | |
| Create Community Profiles for the various municipalities in Franklin County, highlighting the main attributes of each community, for use in marketing pieces | The Wheatley Group EDC FC Chamber of Commerce FCCRVC | ■ The Wheatley Group | | • |

| Create marketing materials for all available Franklin County properties | The Wheatley GroupEDCProperty OwnersIEDC | ■ The Wheatley Group | 2017 | • |
|--|--|----------------------|------|---|
| Develop a Franklin County marketing presentation that is tailored toward end users in the site selection field | The Wheatley GroupEDC | ■ The Wheatley Group | | |
| Complete a branding and web audit of the FCEDC web presence. | The Wheatley GroupEDC | ■ The Wheatley Group | 2017 | • |
| Implement web audit findings into an improved FCEDC web experience, making it the hub for online economic development information and activity reports | The Wheatley GroupEDC | ■ The Wheatley Group | | |
| Participate in regular outreach to real estate and site selection professionals expressing an interest in Franklin County | The Wheatley GroupEDC | ■ The Wheatley Group | 2017 | |
| Participate in the reorganization of the Southeast Indiana Growth Alliance (SEIGA) and work with group to establish regional goals | The Wheatley Group EDC City of Batesville Dearborn County Ripley County Ohio County Switzerland County | ■ The Wheatley Group | 2016 | |
| Attend regional and state hosted economic development conferences, seminars, and marketing events on behalf of Franklin County. | The Wheatley GroupEDC | ■ The Wheatley Group | 2017 | |
| Meet with State elected officials and to apprise them on Franklin County's Economic Development efforts and specific projects needing support | The Wheatley GroupEDC | ■ The Wheatley Group | 2016 | |

| Host the Lieutenant Governor for a community tour showcasing Franklin County's growth and connecting her office with local leaders | ■ The Wheatley Group | ■ The Wheatley Group | |
|--|--|-------------------------|--|
| Engage EDC members and community leaders in discussions about the ongoing operations and framework of the Franklin County Economic Development program | The Wheatley Group EDC Franklin County Town of Brookville Brookville RDC | ■ The Wheatley Group | |